

Commissioning support organisation prospectus

Developing future commissioning support in partnership with CCGs and local authorities

December 2011



Local needs, local support

We understand the challenges you face as commissioners

As local clinical leaders you have an in-depth understanding of the local health needs in your local area. Taking on your new role as commissioners, you will translate this knowledge into improvements in health services and ultimately into better health for your patients. We know that you are developing your own systems, processes and teams as you prepare to take on statutory responsibility for local commissioning. We want to work closely with you over this period of transition to build a commissioning support organisation that complements your internal arrangements.

Your local population and the health system

The communities that make up the 3.1 million people in north central and north east London demonstrate enormous diversity, both between and within borough boundaries. Neighbouring boroughs can have radically different health needs, income, ethnicity, age-structures and lifestyles. There is much we can learn from working together across boroughs, however we also need to understand and respond to local needs.

Our communities are served by some of the country's leading providers including a number of specialist hospitals, acute hospitals, mental health trusts, community services providers, as well as a large number of GP practices. In addition, the scale of change and challenge in north central and north east London is significant. But this complex local provider landscape provides the foundation for commissioning high quality healthcare and supporting patient choice. In supporting you

as commissioners, our challenge is to work with and across these providers to design patient-focused pathways of care and to ensure that services are of the highest quality, while also providing value for money.

Our mission statement

Our mission as a commissioning support organisation is to help you to realise your ambitions as local commissioners, by providing our extensive NHS commissioning experience, professional skills and expertise, and local knowledge and relationships across our health economies. We are passionate about improving the health of the local communities that we serve and this is reflected in our dedication and enthusiasm for our work in commissioning support.



Map of north central and north east London



Shared values and priorities

To support your own internal Clinical Commissioning Group (CCG) staff, we will bring together talent and experience from 12 former PCTs and the three NHS commissioning clusters: NHS North Central London (NCL), NHS East London and the City (ELC) and NHS Outer North East London (ONEL). The future organisation will feel, however, radically different

from the organisations you have worked with before. Everything, from our structures and processes, to our culture and behaviours, will support you to be effective commissioners and to improve the health of our local communities. We want to be known for our flexibility, responsiveness, professionalism, enthusiasm for innovation, and our highly developed skills and knowledge.

We have had initial conversations with all CCGs in north central and north east London to understand your priorities and commissioning support needs. We see our future role as supporting CCGs in delivering the clinical and strategic priorities described in CCG strategic plans and the three cluster commissioning strategic plans (CSPs). Looking across these plans, we understand that you are committed to achieving improvement in seven priority areas:

- 1) Ensuring that all healthcare providers deliver high quality care and value for money.
- 2) Effectively managing the local commissioning budget to ensure financial sustainability, affordability and value for money within the local health economy and by delivering Quality, Innovation, Productivity and Prevention (QIPP) initiatives.
- 3) Reducing health inequalities by tailoring services to meet the needs of disadvantaged families and communities.
- 4) Designing services around the needs of local people so that they receive high quality, seamlessly integrated care across all settings and providers.
- 5) Supporting patients to stay healthy and out of hospital by increasing the focus on prevention and by working to move care closer to people's homes.
- 6) Improving services through the existing plans for acute reconfiguration or mergers within local health economies.
- 7) Achieving specific improvement in patient outcomes and experience by raising the quality of local urgent care, maternity and mental health services, and through better care of patients with long-term conditions.





Joint commissioning

We take pride in established relationships with local authorities which has led to more integrated, patient-focused models of care through joint commissioning arrangements. Some of the most impressive examples of local commissioning have come out of the joint commissioning arrangements that are already in place. In some areas, this has been in the form of pooled budgets, joint appointments, single integrated commissioning teams and hosting arrangements. Our conversations with local authorities have identified a real appetite for continued joint working and collaboration in a number of areas. We want to use that expertise to support you in achieving your objectives.

In particular, there has been some excellent work in the joint commissioning of community-based services, intermediate care, services for people with learning disabilities, children's services and mental health services. In the future, this approach is likely to be expanded to deliver benefits in other areas.

We can support close collaboration between NHS and local authority commissioning arrangements. Between now and March 2012, as CCGs, local authorities, and health and wellbeing boards decide on their priorities, we will work with you to embed local joint commissioning within the new local commissioning arrangements. This will reflect the local ambition, so will not result in a 'one size fits all' approach but be tailored to existing arrangements and relationships in each borough.

How we can support you

We have heard how important it is to you to receive local and responsive support services. So we will develop commissioning support that is expert, high-quality, responsive and locally-delivered to meet your needs.

In particular, we have heard that you want:

- Timely, accurate and relevant reporting of the information that you need to make commissioning decisions
- Informatics software with the flexibility to let you test and manipulate commissioning information
- A range of services designed to help you to improve the quality of local health services
- Public health information to provide the overview perspective of health needs across larger geographies or into the future
- Highly-skilled and effective provider management support to negotiate contracts with sophisticated, large providers, monitor quality and performance and instigate change and improvement where needed
- Support with patient engagement to shape and challenge your commissioning plans.

We recognise that you are developing as commissioners at the same time that we are developing as commissioning support providers. As you build your capability and capacity in your new role, we will adapt our offering to continue to meet your needs. We will do this through fostering a culture of innovation, flexibility and responsiveness throughout our organisation.

Agreements with CCGs and our robust governance arrangements will hold us to account for our service performance, and this will drive high standards in the consistency, reliability and overall quality of our commissioning support to you.



A new style of commissioning support

How we work with you

In our conversations, you described the need for a different style of commissioning support in the future. You want commissioning support that is:

- Professional and highly-skilled
- Responsive and flexible to your needs
- Built on strong relationships of respect and mutual trust
- Supportive of innovation and new ideas
- Collaborative and inclusive.

These are values and principles that we share and around which we are building our organisation. Our staff have described the same vision of the commissioning support organisation that they want to work in.

We are enthusiastic about making this vision a reality and recognise that our future organisation will need to be radically different in form and culture to make this happen.

Our senior leaders believe in this vision and we will be working tirelessly to achieve an exceptional level of service. We will develop new skills and ways of working and will continue our conversations with you to ensure that, as the organisation evolves, we meet your needs as commissioners.

Key roles

Strong leadership and cohesive structures will enable us to become a dynamic and evolving customer-facing organisation with the talent and skills to support CCGs. We know that our mutual

success requires strong leaders in both CCGs and commissioning support organisations.

The commissioning support organisation selection and appointment processes will be rigorous, fair and transparent. It is proposed that the following key roles form the commissioning support organisation leadership team:

- **Chief executive** – the CEO will provide overall leadership to the commissioning support organisation.
- **Deputy CEO and customer services director** – this director will lead customer relationships across, ensuring the organisation delivers what customers need.
- **Chief financial officer** – this director will provide financial leadership, and lead the informatics and business development.
- **Contracting director** – this role will lead the commercial commissioning function for all our customers including provider performance and quality.
- **Strategy and planning director** – this role will lead services that enable customers to plan, understand and improve performance.
- **Clinical director** – this role will provide clinical leadership, oversee quality and secure clinical advice on key issues.
- **Corporate services director** – this role will lead the corporate functions including governance, human resources (HR) and organisational development (OD), legal, estates and communications.

Strong support team

Like you, we want to attract the best people to work in north central and north east London. We will:

- Develop a distinctive brand and identity which reflects our vision and values as a responsive, flexible and innovative commissioning support organisation
- Engage with staff and develop excellent internal communications to shape the emerging commissioning support organisation
- Develop and implement an attractive package of employment benefits based on performance and reflecting the existing commitment to Agenda for Change while exploring future flexibility in reward packages
- Deliver an innovative range of staff development initiatives to support the emerging customer and business requirements of the CSO
- Demonstrate a commitment to staff wellbeing aligned to national health priorities and outcomes in partnership with staff side colleagues
- Demonstrate a commitment to achieving diversity and workforce reflecting our diverse communities.

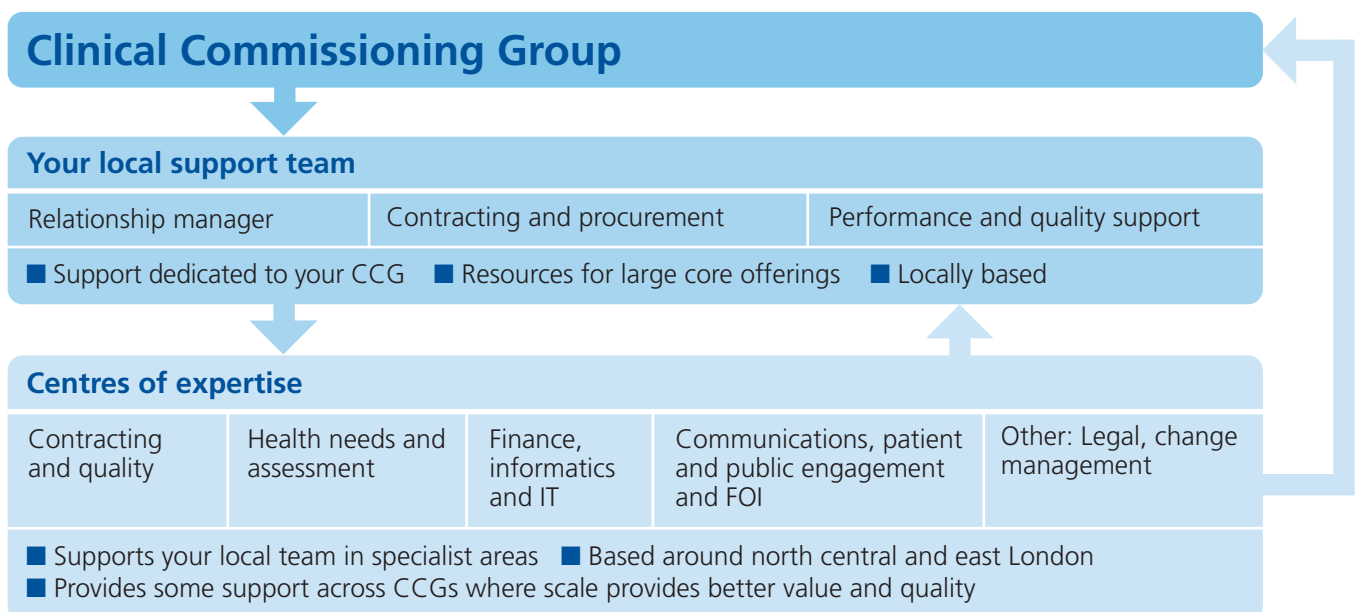
Local support service

We believe our service structure will combine the advantages of local knowledge and relationships with the advantages of operating at scale.

Central to this will be a local support structure, based within your borough, which would give each CCG a senior relationship manager. The commissioning support organisation relationship manager would have responsibility for ensuring that the services you receive meet your needs and those of your local population. This senior manager would be supported by a local team, with expertise in areas such as:

- Contracting, procurement and provider management
- Change and project management
- Performance improvement and quality
- Finance and informatics.

This team will draw on our 'centres of expertise' around north central and north east London, each holding the expertise in either commissioning functions (e.g. informatics) or areas of healthcare commissioning or population groups, such as mental health or maternity services.





Our service offering

Our staff have extensive commissioning experience and local knowledge. Drawing on this, we are developing a range of services to help you to deliver your goals. To make the service flexible and provide a tailored service, we will structure our services into a 'core package', plus a series of additional services for CCGs requesting enhanced support. All services will be delivered through a local support team, led by your senior relationship manager within the commissioning support organisation. The team will draw on further support from our centres of expertise to provide you with the best value and quality of service. We will work closely with public health teams in local authorities and these services

will be aligned with national guidance. We will also work with pan-London teams such as experts from the London Health Programmes.

Our services will be affordable. Our offer will enable you to run your CCG effectively and to deliver commissioning support within your £25 per head allowance. Our working principle is to provide a core offer for £15 per head, with additional or enhanced services available at additional cost. We believe that this meets current CCG expectations that internal CCG running costs will cost up to £10 per head. Our service offering can be adjusted to take into account your internal structures and local needs.

Core offerings

- 1 **Health needs and opportunity assessment**
- 2 **Business intelligence, information technology and informatics**
- 3 **Communications, patient and public engagement and FOI**
- 4 **Support for service redesign**
- 5 **Procurement and market management**
- 6 **Provider management**
- 7 **Corporate**

Additional service offerings

- Primary care development including capture and analysis of best practice guidance as relevant to primary care
- Practice based prescribing advice
- Safeguarding support services
- HR and OD support services for CCGs
- Change management
- Delivery improvement
- Supporting CCG internal and external communication
- Marketing campaigns
- Support to deliver public engagement activities
- Route to internal audit services
- Governance support services
- Additional IT tools to support integrated healthcare delivery
- IT project management to support large scale service change
- Estates strategy management
- GP IT*
- Registration authority / smart cards support*

*services to be offered to the National Commissioning Board

Service area one:

Health needs and opportunity assessment

What we can offer

We would work closely with both local authorities and CCGs to provide this service. Health needs assessment is intrinsically collaborative, so we would work across local authority public health teams and NHS informatics teams. By collaborating with experts in public health, informatics and health research, we would provide a full support service, from health needs assessment to solution design.

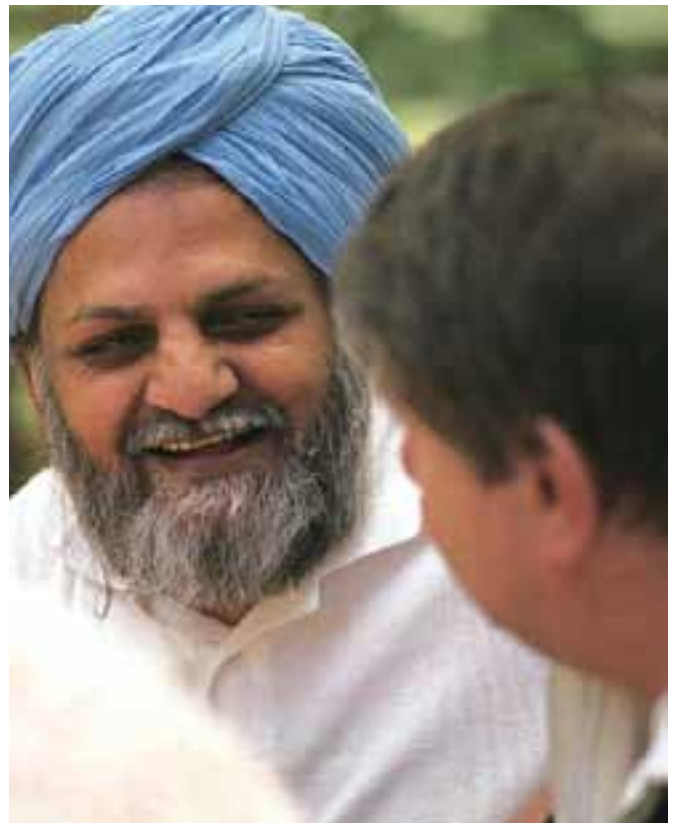
We would also identify best practice evidence-based services and initiatives, develop business cases, and undertake analysis to help you to make sound financial decisions about investments in health services. We could offer both bespoke and standard solutions to identify and address your local population's health needs.

Why work with us?

We propose to combine best practice with a bespoke approach tailored to your needs. We plan to build health needs assessment teams with expertise in forecasting and modelling, current state and improvement opportunity analysis. We would develop our expertise in interpreting data and information to provide you with up-to-date analysis.

The core offer:

- Health needs assessment (collaborative offer with public health)
- Identify, evaluate and appraise options for services to meet health needs (collaborative offer with public health).



Case study: Improving quality of care

A patient experience analysis of local maternity services revealed the need to radically improve the quality of maternity care at a trust. Commissioning support staff worked with the provider to identify opportunities for quick wins to improve patients' experience of antenatal and postnatal care, and care during labour. Interventions included redesigning the antenatal ward, improving staff communications with patients, introducing patient feedback systems and working to change perceptions in the local media. As a result of these interventions, we have seen significant improvements in confidence and trust in maternity staff, communication during labour, and involvement of patients in decisions. The team is now working with CCGs, providers, LINks and the maternity services liaison committee to deliver further quality improvements.

Service area two:

Business intelligence, information technology (IT) and informatics

What we can offer

Our intention is to deliver relevant, focused and meaningful information to support your commissioning activities. Our team would help you to manage your budgets, forward plan, identify provider issues in a timely manner, and evaluate the impact of your commissioning decisions. We will collect, integrate and safely store all finance, activity and quality data at the patient level, providing you with a single, integrated view. We aim to provide a seamless IT service which would cover your desktop environment, file and print services, email, networks and business continuity. This service would be supported by a responsive IT help desk for all your issues, with one senior nominated escalation point. We could offer expert IT advice for all your projects and procurements, providing strategic coordination of your whole health economy IT and clinical systems.

Why work with us?

Through this service area, we would be able to take care of all of your IT and informatics needs. Our business intelligence would be delivered through responsive service channels and easy to use technology, allowing you access to high quality data. As part of a multi-skilled team and wider commissioning support organisation, we would translate information into insights to guide your commissioning activities. With our extensive and specialised experience, your infrastructure would always be secure and meet NHS information governance requirements; we would safeguard your patient data and manage confidential information sensitively. This high quality service would provide value for money, by leveraging both our scale and our ability to successfully manage external providers for selected activities.

The core offer

- Desktop, infrastructure and networking services
- System design and implementation advice to support service redesign
- Secure patient data management
- Value added data processing services
- Intelligence for budget management and financial planning
- Intelligence for provider management
- Intelligence for local health strategy planning
- Future healthcare demand analysis and interpretation
- Health investment decision making support.

Additional or enhanced services that we can offer include additional IT tools to support integrated healthcare delivery, and IT project management to support large scale service change.

Case study: Claims validation

PCT clusters run end-to-end processes involving contract leads and technical staff working together to share knowledge to maximise your claims yield. Importantly, we feed back to providers so that they can get their data 'right first time'. Challenging the right things increases our credibility with providers and ensures that they engage with us. We have developed a suite of algorithms to run monthly challenges against acute invoices and we review these challenges regularly to ensure that we maintain our success rate, which drives savings of tens of millions of pounds each year. Our process is also flexible enough to allow for non-financial challenges to be made where we feel that more information is required from providers. Ad hoc monthly issues are raised as appropriate – and these cannot be automated – based on local understanding of our providers, including those based in your borough, and those outside north central and north east London.

Service area three:

Communications, public and patient engagement, and freedom of information

What we can offer

Our communications and engagement offer will draw on local teams which are supported as part of a nationally assured service. Within this area, we would provide expertise in involving patients in your commissioning decisions, patient and public engagement, and formal consultations when conducting service redesign or strategic planning. We would help to manage a high volume of sensitive and complex enquiries from MPs, Councillors and Assembly Members, and associated requests for briefings. We would also be able to provide a structured and high quality freedom of information (FOI) management service with the capacity to manage around 4,000 FOI requests that are received each year across the three clusters.

Why work with us?

Our service would be built on highly-skilled and experienced team(s) in communications, marketing and patient and public engagement. Our model, with additional centralised support, would allow both the advantages of tailored, local engagement services, with the flexibility to increase or enhance your support team at the best possible value for money.

The core offer

- Support to develop strategies for public engagement
- Manage and carry out formal consultation around proposed service change
- Manage enquiries from MPs, Councillors and Assembly Members
- Manage FOI requests.

We could also provide additional or enhanced services to support all your internal and external communications and marketing to help manage your reputation and brand. These services could include specialist public relations (PR) to support you in communications with the media, internal communications with your GP practices, corporate communications and statutory reporting such as annual reports, and intranet and website development. We could also support you in stakeholder relations and communications with groups such as overview and scrutiny committees, health and wellbeing boards, and health watch.

We can also provide specialist expertise in developing local health marketing campaigns, such as the recent London-wide 'get the jab, get flu safe' campaign developed by one of our clusters. Together, our communications, marketing and engagement services can support you in behavioural change to improve the health of your local communities.

Case study: Supporting service change

In one cluster, people with dementia and their carers told us that they wanted to spend more time at home with their families and with the right support. In response, clinicians developed a plan to reduce the length of time that people with dementia spend in hospital. The plan was developed in consultation with the Alzheimer's Society, Age UK, Local Involvement Networks (LINks) and the Joint Overview and Scrutiny Committee. A public consultation was launched in September 2011, including extensive engagement with older people, carers and voluntary organisations. Our expertise in communications and engagement ensured that patient and public representatives and other stakeholders were involved in every stage of service redesign. As a result, local people and stakeholders are supportive of the change.

Service area four:

Support for service redesign (clinical commissioning and planning)

What we can offer

We understand that service redesign needs to happen locally and that responsibility for decisions will be retained within your CCG. Our proposed services will provide specialist expertise to support your local service redesign work, and will manage the transactional elements of service redesign to free up your time to add value and take complex, clinically-led decisions. The clinical commissioning and planning team would support you to develop clinical specifications, design pathways and review services. We anticipate that our team would support you in the full range of clinical commissioning and planning activities – from the implementation of clinical commissioning policy decisions (e.g. consolidation of specialised services) to the management of complex and exceptional case reviews. This would include individual funding requests (IFRs), which can be time consuming and complex, with each cluster currently receiving more than 1,000 requests per year. These services would free up your capacity and provide you with the relevant information to take your local commissioning decisions. We could also provide further support in carrying out value for money assessments, and provide specialist insight in areas such as a clinical quality, safety and risk management advice, without the large resource costs.

Why work with us?

We would provide effective service redesign support, with specialists in clinical expertise, clinical research, project and change management, litigation, risk and impact assessment. We are committed to working closely with councils, patients and public representatives, and other local partners to redesign services collaboratively.

The core offer

- Support in the implementation of clinical commissioning policy decisions
- Strategic commissioning planning, review and management support
- Commissioning strategy implementation planning and management
- Commissioning decision frameworks development and management
- Quality and value for money assessments
- Clinical quality, safety and risk management and advice service
- Management of complex/exceptional case review (IFR, community care and mental health)
- Clinical policy development
- Clinical pathway redesign support service.

Additional services that we could provide outside of the core offer include dedicated change and performance improvement support, and capturing and analysing best practice guidance as relevant to primary care, including primary care development.

Case study: Care pathways

One of our clusters worked with local CCGs to revise the local criteria for bariatric surgery and clinically reassess all patients on the waiting list against the new criteria. A pilot non-surgical service was developed with the provider for all patients no longer prioritised for surgery. A multi-disciplinary team of psychologists, dieticians and physiotherapists run a small group-based weight management programme, Fresh Start, the structure of which was informed by patient focus groups. We worked with CCGs and colleagues in public health to develop a new obesity pathway and to make the case for a permanent non-surgical, intensive weight-management service. As a result, patients now receive faster, less invasive and more holistic care, while helping to prevent obesity.

Service area five:

Procurement and market management

What we can offer

We plan to build our procurement and market management teams to support you in all of your procurement needs, which will form a core part of your new role as clinical commissioners. We would work with you to identify the best value providers. In addition, we would help to analyse the local market of healthcare provision and identify how quality and patient choice is supported by the provider landscape – coming up with strategies to stimulate and shape the market as needed. We intend to bring expertise in formal contract management, tendering and negotiation. This support would also include market analysis, commissioned care procurement and joint commissioning management. Dedicated borough based teams would have a direct relationship with the main healthcare providers in north central and north east London. We believe that this would put you in a strong position to negotiate value for money, as well as high quality care for your local population.

Why work with us?

By working across a number of CCGs, we already understand the broad provider landscape and can help you to understand market dynamics. We can also 'horizon scan' for provider issues which have potential to disrupt the local health system and the availability of healthcare for your patients. You would have access to a range of specialists through our 'centres of expertise', who would enhance the skills of your local borough-based support team for all issues relating to procurement and market management.



The core offer

- Alternative solution market analysis and options appraisal services
- Provider market assessment and development services
- Translation of commissioning outcomes into an enforceable contract (including negotiation)
- Procurement services (for non-pay support goods and services)
- Procurement services (for commissioned healthcare)
- De-commissioning management and execution
- Prescribing services
- Locally tailored joint commissioning management and support.

Case study: Procurement savings

One of our clusters established a procurement cooperative to build on the purchasing systems of the former PCTs. The cooperative manages 246 e-procurement catalogues, which are regularly 'shopped' for best prices and value for money. This system was partially responsible for the savings of £2.7m during the 2010-2011 financial year (considering only the 'day-to-day' purchased goods). This process enabled purchased items to be standardised, supported sustainable (greener) logistics and deliveries, and achieved significant savings for purchases, while also ensuring a complete, thorough audit trail meeting strict scrutiny.

Service area six:

Provider management

What we can offer

We plan to offer a provider management team to work with and support you in managing your relationships with local providers of healthcare. We can support you to drive performance in QIPP targets and referral to treatment times, to manage A&E demand and ensure that local populations can access care in a safe, clean environment. We can offer a range of support services, from the renewals of contracts to mischarge claims management. Our expert support would enable you to commission the services that your local population needs, while ensuring that services are of the highest quality and provide value for money through monitoring performance and effective contract renewals.

Why work with us?

To support you with provider management, we plan to have dedicated borough-based relationship managers for each large provider. Our team would have strong experience and expertise in the provider management process and would include a specialist team of legislative and regulatory change contract impact advisors. We would provide not only a cost effective solution, but one which would add tremendous value to your role as clinical commissioners.



The core offer

- Provider mischarge claims management service
- Contract renewals management
- Legislative and regulatory change contract impact advice
- Provider and contract quality, and performance assessment and management
- Provider improvement planning and execution management
- Provider relationship management
- Medicines management (secondary care)
- Management of complaints regarding CCG commissioned services
- Management of serious incidents.

A working example – provider relationship management

The support you receive for provider management will be a specially designed mix of borough-based local support and cross-borough specialist expertise. Your local borough-based support team will understand your needs and how your commissioning priorities are being translated in terms of the services being offered by providers. For smaller, local providers, particularly those that provide health services with a close tie to social care and local authorities, the local support team will lead in all or most areas of provider management. For larger providers, who take patients from a number of CCGs, your local support team will work with a provider manager, who will be dedicated to that provider. In this way, we can leverage the combined volumes of patients across a number of CCGs to get the best deals for you, while also ensuring that your local team is on hand to manage any needs specific to your patients.

Service area seven:

Corporate

What we can offer

The corporate team would help to manage all of the back office functions you will need. These core functions would underpin the successful running of your organisation. Our support would cover a wide range of services from highly specialist areas, such as legal support, to high activity transactional areas, such as finance.

Why work with us?

Our team would be established to provide accurate and meaningful financial information as well as supporting you in using that information effectively. We would reduce your costs by managing time-intensive transactional work with our robust, systematic and efficient processes. In addition, we could also offer highly specialised skills and expertise around areas such as information governance, data analysis and human resources.



The core offer

- CCG internal performance management dashboard and reporting
- Finance function – transactional processing and ledger management
- Financial insight and decision support
- Legal support.

We also plan to offer additional and enhanced services outside this core offer, including supporting business skills development and CCG governance.

A working example – finance decision support

We understand that access to robust, timely management information will be critical for you to operate effectively. We propose that this service would include regular management accounts and bespoke reports, and year-end statutory financial reporting. In addition, we would provide insightful performance management and financial analysis on a number of target savings, QIPP initiatives and business case development. This service would be provided by dedicated financial business partners with experience of translating financial information into commissioning decisions.





Developing our support offering further

Additional or enhanced services

In addition to the services that we currently think would be 'core' for all CCGs, we expect that there are additional services that some CCGs may wish to receive from the commissioning support organisation in the future. Currently, we believe these might include services such as HR and OD, turnaround and business change support, communications and marketing campaigns. We will develop this menu of services with you between January and March 2012. The menu will be shaped by the take up of services by CCGs.

Partnering for excellence

We are keen to maintain the strong local working relationships that are already established, for example with local authorities, the third sector and other expert teams, such as London Health Programmes. In particular, we recognise that the delivery of integrated care relies on close and effective working between CCGs, the commissioning support organisation and local authorities. We can support you to work collaboratively with local authorities to improve the health and wellbeing of your local populations. We will also identify additional partners who are considered 'best in class' in terms of skills, experience and local knowledge for discrete elements of our 'end-to-end' service offering to you.

Next steps

We are committed to the joint development of CCGs and commissioning support. We will work closely with you to develop and deliver services that meet your needs. We recognise that these needs will change as you develop your own commissioning

capability and capacity, and we will be flexible to match your development in this respect. We suggest establishing (or use an existing mechanism) a CCG advisory group for each cluster to help us to review and shape our development as a commissioning support organisation.

We will establish similar arrangements to involve local authorities. We will ensure that the two advisory mechanisms are aligned so that working arrangements are suited to the CCGs and local authorities in each borough.

We will establish engagement mechanisms as we develop our organisation to ensure that local voices are heard.

